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3 January 1955

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## MEMORANDUM FOR THE RECORD

SUBJECT: The General Mark Clark Task Force

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1. On 3 January 1955 the Deputy Director (Administration) presented an overall briefing to Colonel Miller, Colonel Lane, and Mr. McGruder, members of subject Task Force. The briefing covered the responsibilities of the Deputy Director (Administration) and the general functions of the components of the Deputy Director (Administration) complex. Specific subjects covered included:

- a. History of administrative organization and functions in CIA.
- b. Progress made in correcting or alleviating problems arising from the historic background.
- c. Responsibilities of the Deputy Director (Administration) as both Staff and Executive Officer.
- d. Working relationship and responsibilities of the Deputy Director (Administration) vis-a-vis:
  - (1). Deputy Director (Intelligence) and Deputy Director (Plans)
  - (2). Assistant Director for Communications, Deputy Director for Personnel, Director of Training
  - (3). Chief of Administration, Office of the Deputy Director (Plans)
- e. Description of each administrative office and staff.

2. A few comments on the basic attitudes of the three Task Force members are as follows:

Colonel Miller appears to be at present the least informed of CIA's activities and, in addition, appears to have two unusual preconceived notions which warrant careful consideration. They are:

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a. That Congress has been hoodwinked into believing that all of CIA's appropriations are for the collection of intelligence when, in fact, a major portion of CIA's funds is used for cold war activities.

b. That the cold war activities should be completely separated from intelligence activities by transference elsewhere in government or, at least, by complete internal separation within CIA.

Colonel Lane, on the other hand, appears to have a sound grasp of the inner relationships of these two types of activities and at least understands the need for close coordination between them.

Colonel Lane's principal conviction appears to be that the cost of CIA's operations is too great but otherwise he appears to understand our problems and difficulties.

Mr. McGruder appears to be primarily interested only in insuring that CIA functions efficiently and economically under the guidance of a firm, business-like management. He appears to believe that the application of business-like methods and procedures will, of itself, bring about successful operations.

3. The Committee evidenced great interest in the organization, not only of the Deputy Director (Administration) complex, but of the Agency as a whole. Critical comments were made with respect to the organizational position of the Offices of Communications, Personnel, and Training. Colonel White explained the historic factors and reasoning underlining the present organization. In particular, he pointed out the determination of the Director to have the Office of Personnel report directly to him in view of his great interest in the development of an effective Career Service Program in CIA.

4. Mr. McGruder made inquiry as to whether the Director had made a recent study of Agency organization and also by whom such study would be made. Colonel White expressed the view that the Management Staff would functionally conduct such a survey or would at least spearhead a Task Force to whom the task might be assigned.

5. A second topic of considerable interest to the Task Force, as indicated by their questions, concerns the adequacy of the Agency regulatory system. The Task Force members have the apparent conviction that a comprehensive, adequately detailed set of regulations is an essential foundation to sound administration. Fears were expressed that various Agency components might each be issuing

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supplementary or duplicating regulations. It was explained that the Agency has a prescribed system for regulatory issuances and that great progress has been made in this respect. The Chief of the Management Staff will be alerted to explain and illustrate the Agency regulatory system in adequate detail to reassure the Task Force members.

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6. Colonel Miller advised that a lengthy list of questions had been given to [redacted] which the committee would require answered. [redacted] is having these questions typed and will be contacted for the list by [redacted].

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7. The Deputy Director (Administration) presented a prepared brochure evidencing CIA's great need for a single building and illustrating the firm dollar savings which could be achieved thereby. The committee requested that copies of the brochure be made available to them. In addition, Colonel Miller expressed the view that the Bureau of the Budget and Congress would surely approve funds for the building if CIA could and would agree to amortize the cost of the building by repayments from future appropriations.

8. Mr. McGruder indicated a strong conviction that every government Agency ought to have a focal point responsible for the adoption of business-like management methods. He apparently contemplates a highly placed management staff with such competence in all areas of management that its recommendations would be implemented per se. The Deputy Director (Administration) explained that the CIA Management Staff did not have, and probably could never acquire, such universal competence. He illustrated, however, how the CIA Management Staff did logically spearhead all management surveys on matters of organization, manpower, and records management, and that it drew upon other components for specialized technical competence. Moreover, he expressed his belief that such surveys should be coordinated with, or participated in, by all components primarily effected so that the greatest competence and management would be brought to bear upon important problems.

9. At times various members of the Task Force did not appear to be fully aware of the basic differences between the administration of the headquarters activities of the Agency and the administration of field installations and projects. It appears desirable that future briefings emphasize the security, cover, and circumstantial factors complicating field operations and requiring extraordinary support facilities and administrative measures.

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0 - Col. White

1 - Mr. Carey

1 - [redacted]

1 - DD/A chrono (ref. sht.)

1 - DD/A subject:

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